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17 June 1986

MEMORANDUM FOR: Associate Deputy Director for Intelligence

FROM: Helene L. Boatner
Director of Leadership Analysis

SUBJECT: DCI Request for Long-Range Planning

1. The creation of the Office of Leadership Analysis reflects the Directorate's recognition of the need to strengthen the collection on and analysis of foreign individuals and organizations in order to increase our support to the policy community.

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2. Over the next several years, LDA needs to address its ability to deal within an intelligence community increasingly dominated by the transmission of video information. As the volume of foreign video broadcasts increases, new methods for filing and retrieving video information are going to have to be devised. Increased dependence upon foreign video broadcasts has revealed that many analysts with fluency in reading a foreign language are not fluent in understanding the spoken word. Because FBIS will not be able to provide translations of every broadcast, analysts' language capabilities will have to be upgraded. Within Headquarters, and without, secure video networks will have to be devised and installed if full use of foreign video information sources are going to be realized.

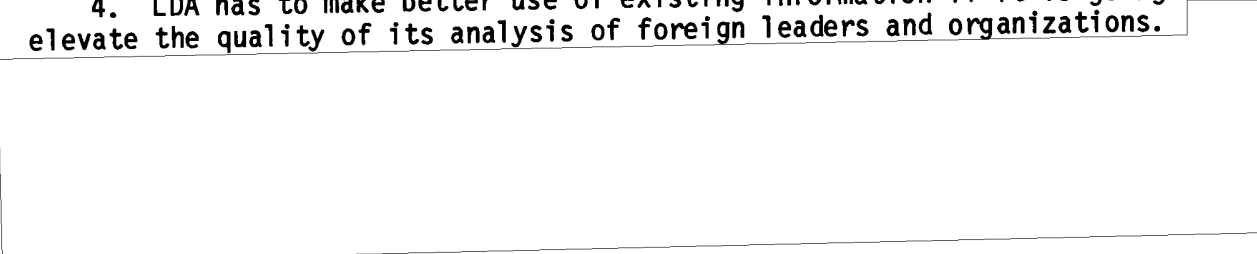
3. The fact that we will have major changes in the Administration in two years presents some opportunities and challenges for LDA. Because present U.S. Government officials now know many of their foreign counterparts well, the traditional market for factual information on foreign leaders is at maintenance level. The next two years should give opportunities to concentrate on subjects usually ignored under the pressure of daily demands

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4. LDA has to make better use of existing information if it is going to elevate the quality of its analysis of foreign leaders and organizations.




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5. For the DI as a whole, we do need to improve the results of our recruiting efforts. In particular, we need to sharpen our ability to identify applicants who have the greatest potential for making it through the screening process and remaining with the Agency as major contributors over the long run. In this way, we could simultaneously reduce the processing bottleneck and increase the quality of new hires. Specifically, we need to create data bases on the information that is used to hire new individuals, such as schools, grade point averages, PATB scores, and motivational factors. We then need to see what combination of factors gives the best results (and what factors are negative indicators).

6. Finally, the DI must continue its effort to increase contacts with counterparts within the Intelligence and policymaking communities. We still regard customer contact as a managerial responsibility. While this works well with senior U.S. Government officials, we must facilitate contacts between our analysts and their counterparts who support the senior policymakers. Analysts are still discouraged from making and keeping regular contacts by the logistics. Specifically, we need secure phone contacts with agencies such as the Department of State, Commerce, and DIA; at present, we have phones but they don't. We also need more frequent shuttle service--direct service every 15 minutes between Headquarters and downtown--if in-person visits are not going to take a half a day.

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